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ABSTRACT

Reforms that strive for educational excellence will fail unless they are meaningfully linked to schools' unique cultures. Chapter 1, "Introduction: The Case for School Culture," discusses the impact of culture on achievement, reform, and learning. Chapter 2, "Schools as Tribes," examines a school that transformed itself through a positive learning culture. Chapter 3, "Vision and Value: The Bedrock of Culture," describes the importance of a meaningful purpose and shared values in describing desired changes. Chapter 4, "Ritual and Ceremony: Culture in Action," reveals the relevance of school rituals, traditions, and ceremonies. Chapter 5, "History and Stories: The Importance of Symbolic Lore," explores the influence of history on culture. Chapter 6, "Architecture and Artifacts, The Potency of Symbols and Signs," highlights architecture, mottos, words, and actions as key school symbols. Chapter 7, "Putting It Together: Three Schools," illustrates how leadership shapes culture in three case studies. Chapter 8, "Eight Roles of Symbolic Leaders," describes how leaders shape culture in their roles as historians, anthropologists, poets, and healers. Chapter 9, "Pathways to Successful Culture," examines how leadership can build a positive school culture through consideration of core purposes, energy, and all the elements of culture. Chapter 10, "Transforming Toxic Cultures," relies on extensive interviews with practitioners to describe features found in negative cultures. Chapter 11, "Connecting School and Community Culture," explores linkages among students, teachers, staff, administrators, parents, and the broader community. Chapter 12, "Conclusion: The Future of Schools," suggests that school leaders who want to build and maintain successful cultures must take advantage of opportunities as they arise. (Contains references and an index). (TES)

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